

CITY OF TUKWILA
REQUEST FOR QUALIFICATIONS (RFQ)
PLANNING CONSULTING SERVICE
TUKWILA MIDDLE HOUSING - ANALYSIS, PUBLIC INVOLVEMENT, AND CODE DEVELOPMENT

Due: Monday, November 28, 2022, by 5:00 PM (PST)

The purpose of this request is to solicit Statements of Qualifications (SOQs) from qualified consultants to assist the City in developing analysis that will lead to more local housing type options and housing supply, as well as a greater range of housing affordability. This project aims to: analyze and consider the feasibility of adopting policies and code language that would allow a range of higher density housing types in single family zoned areas of the City; conduct extensive public outreach on housing issues to the general public and community based organizations in the City; and provide input on a process to analyze impacts from inequitable historic and existing regulatory decisions, and propose solutions to remedy past wrongs. This work must be completed no later than June 30, 2023.

Please review the full RFQ following this notice for details.

Proposers are encouraged, but not required, to attend the Pre-Submittal Meeting, which will be held on **Thursday, November 10, 2022, at 4:00 p.m.** via Microsoft Teams by dialing 1 253-292-9750 and using phone conference ID: 245 576 207#, or via this link [Click here to join the meeting](#) (Meeting ID: 286 518 621 724, Passcode: rM3e64).

Interested firms must submit their SOQ no later than **5:00 p.m. on Monday, November 28, 2022**. SOQ responses shall include one pdf file of the proposal submitted to:

<https://app.sintelforms.com/link/anon?f=3v4jn0xtp9>

Submittals must be received at the above address by the deadline. No submittal will be accepted after this date and time. The City will not be liable for delays in delivery of proposals due to any technological issues. Please reference the RFQ title on all communication and mailing labels. Any questions regarding this project should be directed to Nancy Eklund, Long Range Planning Manager at Nancy.Eklund@TukwilaWA.gov. Only email inquiries will be accepted.

Published Seattle Times: November 7, 2022 and November 14, 2022

Published Daily Journal of Commerce: November 7, 2022 and November 14, 2022



REQUEST FOR QUALIFICATIONS

Planning Consulting Services Tukwila Middle Housing: Analysis, Public Involvement, and Code Development

Due: Monday, November 28, 2022, by 5:00 PM¹

Section 1. General Information

A. General Information

The City of Tukwila (the “City”) is requesting Statements of Qualifications (SOQs) from a qualified multidisciplinary consultant team (which may be a single firm or a consultant team consisting of individuals and/or firms with specialized expertise) to complete a planning project to analyze middle housing in Tukwila, and to coordinate a public engagement process. The work proposed for this SOQ is a portion of the work required for the City’s Periodic Update to the Tukwila Comprehensive Plan and is a portion of the scope identified in a grant received from the Washington Department of Commerce. The work completed must be completed by the June 30, 2023, deadline, and must comply with state, regional, and local requirements.

It is the City’s intent to select a planning consulting team based on qualifications, abilities, past performance, and availability to complete the work within the timeframe specified. Once the City has reviewed the qualifications, one or more firms may be requested to provide additional information and/or participate in an interview process. Review of the SOQs and the final selection will be performed by a committee comprised of City staff and others. Short-listed applicants will be invited to interview as described below.

For other information about the grant agreement or any questions, contact Nancy Eklund via email at Nancy.Eklund@TukwilaWA.gov.

¹ See Section 1.G.

B. Background

The City applied for and received a Middle Housing Grant from the Washington Department of Commerce. That grant requires the City to:

- Analyze historic and existing racial equity in the City's housing and regulatory framework, and to develop associated anti-displacement policies;
- Analyze and prepare a recommendation for the City Council to consider whether it should adopt policies and code language to allow "Middle Housing" on at least 30 percent of the lots (or the area) currently zoned as single family residential; and
- Contract with and complete outreach to numerous community-based organizations in order to bring historically underrepresented voices into discussions about housing needs and supply.

The City has also submitted a grant application for a Washington Department of Commerce Periodic Update Grant for cities planning under the Growth Management Act. Commerce has not yet forwarded the contract for that grant to the City, however, once received and approved by the Tukwila City Council, the City will again seek a consultant to address that scope of work. The full Comprehensive Plan periodic update must be completed by December 31, 2024.

C. Project Description

The project developed must be consistent with the Growth Management Act (GMA) and the terms of the contract with the Department of Commerce, as well as regional guidance from Vision 2050, the King County Countywide Planning Policies, and local input. The work to be performed by the consultant includes, but is not limited to:

- Project management and conceptualization
- Public and stakeholder coordination and engagement, including the development of engagement materials and tools
- Project feasibility analysis services
- Graphics, mapping and collecting background information
- Code and other regulatory development updates to implement recommendations

These tasks involve the specific activities:

Public Engagement - Coordinate and support a robust public participation process for this periodic update, consistent with the [City's Equity Policy](#)..

- Strategize and implement a community engagement plan.
- Subcontract with Community Based Organizations ;0
- Conduct public engagement activities (with City support).
- Develop Public Engagement Plan.
- Summarize Public Engagement Results.

Racial Equity Report & Housing Policy Review (The consultant will provide input on this process and will strategize distribution of labor for this task with City staff, and in coordination with Commerce Technical Staff.)

- Access supports from Commerce technical assistance staff.
- Identify local policies and regulations that result in racially disparate impacts, displacement, and exclusion in housing, including zoning that may have a discriminatory effect, disinvestment, and infrastructure availability.
- Identify areas that may be at higher risk of displacement from market forces that occur with changes to zoning development regulations.
- Evaluate displacement risk of very low-, low-, and moderate-income households.
- Evaluate displacement risk of individuals from racial, ethnic, and religious communities which have been subject to discriminatory housing policies in the past.
- Develop policies and regulations to address and begin to undo the impacts of local policies and regulations that result in racially disparate impacts, displacement, and exclusion in housing.
- Develop anti-displacement strategies, including strategies to minimize displacement of low-income residents resulting from redevelopment.
- Develop anti-displacement policy documents that include a schedule of programs and actions to implement the anti-displacement strategies including a timeline.
- Preparing Zoning Code amendments to address proposed changes to housing standards in Tukwila.
- Graphics, mapping, and collecting background information.
- Develop racial equity analysis report.
- Develop Proposed Housing Element policy updates, including policies to address anti-displacement.

Middle Housing Staff Report and Zoning Code Amendments - Analyze the feasibility of allowing middle housing types to be located on at least 30 percent of single family zoned parcels (or area) within the City, including providing recommendations on how to create housing density in residential areas within a ½ mile walkshed of the Link Light rail transit hub and other transit areas.

- Review and evaluate the current housing element and other policies to support middle housing.
- Review buildable lands report and current residential land uses for potential to allow middle housing, or where station areas or higher intensity uses might be defined, or where commercial areas might be converted for residential or mixed use development.
- Review current programs, development regulations, impact fees, system development charges, and permitting processes as to how they might encourage or discourage the development of multiunit housing. Consider also how building code requirements impact development of multi-unit housing structures.

- Identify conditions and incentives that encourage or deter development community from building missing middle housing in Tukwila.
- Identify bonus densities and incentives for affordable housing to accompany changes in zoning that can increase density.
- Identify various homeownership options that can be readily utilized and promoted to incorporate into the development of missing middle housing types.
- Gather data, analyze and review to understand the realistic potential of the various changes. Examine existing financial feasibility analysis addressing development of various housing typologies in various zones to identify opportunities and potential gaps of understanding.
- Complete Middle housing staff report identifying changes needed to support middle housing in Tukwila, including recommended changes to policies, regulations, fee structures, incentives, and permitting procedures to be considered with periodic update.
- Complete Draft ordinance to increase density in proximity to transit nodes and authorizes middle housing types and ADUs on lots currently zoned as single family.

All project work and deliverables must be completed by June 30, 2023. The Contract resulting from this RFP shall remain in effect until completion and final payment of the services described in the Contract, unless terminated earlier in accordance with the City's contractual policies.

D. Communications – Requests for Information, Clarifications, and Addenda

Questions regarding the submittal process and/or the technical aspects of the project should be directed to the City's Project Manager listed below in Section 1.E. Only email inquiries will be accepted. Please place "Middle Housing RFQ Question" in the subject line. Any oral communications will be considered unofficial and non-binding on the City.

Responses will be provided via email by the City's Project Manager and will be shared with all firms that attend the virtual Pre-Submittal Meeting (see Section F below for information on Pre-Submittal Meeting) or who contact the City's project Manager at Nancy.Eklund@TukwilaWA.gov. Responses will be circulated to all as received and answered. Questions submitted after November 18, 2022, may not receive a response.

E. Project Manager Contact Information

Nancy Eklund, AICP
 Long Range Planning Manager
 City of Tukwila Department of Community Development
 6300 Southcenter Boulevard, Suite 100
 Tukwila, Washington 98188

Nancy.Eklund@TukwilaWA.gov, 206/433-7141

F. Pre-Submittal Meeting

Proposers are encouraged, but not required, to attend the Pre-Submittal Meeting, which will be held on **Thursday, November 10, 2022**, at **4:00 p.m.** via Microsoft Teams by dialing 1 253-292-9750 and using phone conference ID: 245 576 207#, or via this link² - [Click here to join the meeting](#) (Meeting ID: 286 518 621 724, Passcode: rM3e64). City staff will be available at the meeting to discuss the submittal process and the technical aspects of the project.

G. Due Date, Time, Location, and Quantities

The City must receive Statements of Qualification no later than **5:00 PM on Monday, November 28, 2022**. SOQ responses shall include one electronic copy (in pdf file format) submitted to the following link:

<https://app.sintelforms.com/link/anon?f=3v4jn0xtp9>

No submittal will be accepted after this date and time. The City will not be liable for delays in delivery of proposals due to any technological issues. Please reference the RFQ title on all communications. Please plan accordingly to meet the submittal deadline.

Upon submittal of each Statement to Qualifications, the system will automatically send a receipt email bearing the time/date stamp of when the SOQ was received.

H. Size Limitation on the Qualifications

The Qualifications (in electronic format) may not exceed 15 single-sided pages, exclusive of covers, section dividers, or appendices. The Qualifications may be printed with double-sided pages, but no more than the first 15 sides of text and graphics will be considered (see also Section 3.a). The Qualifications must be in a single file. The Qualifications may be presented in either portrait or landscape orientation. Except for charts, exhibits and other illustrative and graphical information, all information must be sized for 8.5" x 11" paper. Charts, exhibits and other illustrative and graphical information may be sized for 8.5" x 14" or 11" x 17" paper. With the exception of charts and graphs, all text must be in an 11-point font size or larger with margins no less than 1". Text within charts and/or graphs may be smaller than 11 point but must be an easily readable size font and type.

The front cover of each copy of the Qualifications must be labeled with the name and address of the lead Consultant, along with the project title: "Tukwila Middle

² https://teams.microsoft.com/l/meetup-join/19%3ameeting_MTE1YjhjYjgtNTkxOC00OGJhLWJlYtItZjYzZDZiMzljYTgz%40thread.v2/0?context=%7b%22Tid%22%3a%226ea0f6bd-e8b7-4388-a3ba-ca42e373cec2%22%2c%22Oid%22%3a%228df3dd31-8bcb-4da6-a40e-ff4a44e2cb18%22%7d

Housing: Analysis, Public Involvement, and Code Development” and the date of submittal.

I. Terms and Conditions

The City reserves the right, in its sole discretion, to cancel this RFQ, issue a new Request for Qualifications, reject any or all Qualifications, seek or obtain data from any source that has the potential to improve the understanding and evaluation of the responses to this RFQ, seek and receive clarifications to Qualifications, and waive any informalities in considering and evaluating the Qualifications.

This RFQ does not commit the City to enter into a contract or proceed with the procurement of the project. The City assumes no obligations, responsibilities, and liabilities, fiscal or otherwise, to reimburse all or part of the costs incurred by the parties responding to this RFQ. All such costs shall be borne solely by each Submitter.

Materials submitted in response to this competitive procurement shall become the property of the City and will not be returned. These materials will become public documents subject to public disclosure with limited exceptions. The Washington State Public Disclosure Act (RCW 42.17) requires public agencies in Washington to promptly make public records available for inspection and copying unless they fall within the specified exemptions contained in the act or is otherwise privileged. Qualifications submitted under the SOQ process shall be considered public documents and with limited exceptions, submittals that are recommended for contract award will be available for inspection and copying by the public. All submittals received will remain confidential until the City and the successful Submitter sign the agreements resulting from this advertisement.

The City of Tukwila, in accordance with Section 504 of the Rehabilitation Act (Section 504) and the Americans with Disabilities Act (ADA), commits to nondiscrimination on the basis of disability, in all its programs and activities. This material can be made available in an alternate format by emailing Nancy Eklund at nancy.eklund@tukwilawa.gov or by calling 206-433-7141.

The City of Tukwila, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d to 2000-4 and Title 49, Code of Federal Regulations, Department of Transportation, subtitle A, Office of the Secretary, Part 21, nondiscrimination in federally assisted programs of the Department of Transportation issued pursuant to such Act, hereby notifies all respondents that it will affirmatively insure that in any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full opportunity to submit Qualifications in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

Section 2. Schedule of Process

A. Preliminary Schedule

The City anticipates the following project milestone dates. This schedule is subject to revision at any time.

Event	Date
RFQ Release	November 7, 2022
PreSubmittal Meeting	November 10, 2022
Submittals Due	November 28, 2022
Submittal Evaluation Complete	November 30, 2022
Finalist Interviews (if necessary)	December 14, 2022
Selection	December 16, 2022
Contract scope and budget development	December 27, 2022
City Council authorizes contract execution	Mid-January 2023

- 1) If the City awards a firm the contract to provide planning services, the successful firm shall be issued a written Notice of Intent to Award. The successful firm shall execute an agreement acceptable to the City within thirty (30) days from the date of Notice of Intent to Award. Failure by the successful firm to execute an agreement within the stipulated 30-day period shall constitute non-conformance with the SOQ, allowing the City to unilaterally withdraw and terminate such intent to award, unless there is a negotiated and written extension of the period.
- 2) The City reserves the right to award the contract to the next most qualified firm if the successful firm does not execute a contract within the 30 days from the date of the Notice of Intent to Award.

Section 3. Qualifications and Selection Process

This section describes specific information that must be included in the Qualifications. Qualifications must follow the outline presented below. Provide brief, concise information that addresses the requirements of the project consistent with the evaluation criteria described in this RFQ.

A. Content of Qualifications Sections

Follow the outline presented below, which has been created to organize Qualifications and facilitate the evaluation. Sections for the Qualifications shall be as described below, numbered, and titled as follows. An appendix with full resumes is allowed and will not be counted in the overall page count. The appendix material may or may not be considered as part of the selection process. The information required in the following sections will be used in the qualitative assessment of the Qualifications.

Section 1: Introduction

The Qualifications shall include an introduction stating the business name, address, and roles of the Submitter and any sub-consultant(s). The introduction shall identify one contact person and his or her address, telephone numbers, and email address. This person shall be the single point of contact on behalf of the Submitter, responsible for correspondence to and from the organization and the City. The City will send all project-related communications to this one contact person.

Section 2: Team and Key Personnel Experience and Capacity

Provide information on the following:

a) Major Team Members

- A listing of all firms on your team, the type(s) of services that each Team Member will provide, and the number of years each Team Member has been providing those services.
- A list of up to three projects that have been completed within the last five years that have elements that are significantly similar to those of the Project, and demonstrate the expertise and experience required for the Project. Include client/organization name(s) and contact information, the work/services provided on the project(s), project dates.

b) Organizational Structure

- A proposed organizational chart, identifying key personnel by name, with lines identifying participants and their reporting relationships.

c) Key Personnel

- Experience and qualifications for each proposed key person.
- Examples of work on projects that have elements that are significantly similar to those of the Project.
- Availability of each key person sufficient to ensure capacity to meet project milestones and deliverables.
- For the Project Manager - up to three project examples that demonstrate her/his experience as a Project Manager with the following items:
 - Project schedule
 - Scope of work
 - Budget control
 - Successfully managing changes that arose throughout the life of the project.

d) DBE/WMBE

- Identify the firm's DBE/WMBE status and provide a summary of the firm's history of collaborating with DBE/WMBE firms as part of your team on previous similar projects. Describe approach to maximize their participation.

Section 3: Organizational Approach

Provide, at a conceptual level, your team's approach to the project.

a) **Work Plan**

- Describe your team's proposed work plan for this project.
- Describe each of the elements of the proposed work plan for this project and who is involved with the decision-making process for the development of the work plan.

b) **Project Management**

- Describe your team's process/concept for managing scope, schedule, and budget.
- Describe how the team organization provides clear levels of authority, responsibility, and decision making.
- Describe your team's communication structure both for the internal project team and for communication with the City.
- Describe how you will meet the Project's administrative requirements.

c) **Schedule and Budget Control**

- Estimate the team's effort and demonstrate how the desired work can be completed in the timeline presented in this SOQ.
- Provide a high-level budget breakdown, including level of effort/projected costs for each component of the project (public engagement, racial equity report & housing policy review, middle housing staff report, and zoning code amendments, etc.).
- Identify any key issues and critical milestones for the project.
- Describe how the team organization will monitor and control the project costs to complete the project under budget and on or ahead of schedule.

d) **Quality Control**

- Describe how the team will maintain quality control for engineering, environmental documentation, regulatory processes, and public outreach.

e) **Public Engagement**

- Describe your team's approach to and methods for engagement with stakeholders, tribes, agency staff, and the public - especially with populations that are diverse and/or that have barriers to participation.

Appendix A: Resumes of Key Personnel

Limit resumes of Key Personnel to two pages each.

Appendix B: Client References

B. Selection Process and Schedule

The City is using a two-step process to select a consultant team to deliver the project. The first step will be evaluating Consultant Qualifications. Upon completion of the evaluation and scoring of submitted Qualifications, the City will notify Submitters of the Consultants that have been short-listed, or of a decision not to issue a short-list or to interview.

The second step in the selection process will be interviewing teams. The City will interview up to three qualified Consultants that submit Qualifications.

Consultant Evaluation Criteria

Submittals will be evaluated by a Selection Committee based upon the responsiveness of the submittal to this SOQ and how well the qualifications of the team meet the needs of the City. Evaluations will be based on the same criteria outlined herein, which may be weighted by the City in any manner it deems appropriate.

- Team’s experience developing and implementing projects of this type.
- Demonstrated understanding of middle housing and related code development.
- Creative approaches to working with the public and ability to garner meaningful participation, particularly from historically disadvantaged groups.
- Demonstrated understanding of Racial Equity & Displacement Analysis, as described by the Washington Department of Commerce and in the scope of work, and development of policies and regulations that begin to undo the impacts of these practices. (Portions of this task will be taken on by City Staff and Washington Department of Commerce technical staff)
- Project Manager/Team Lead’s overall experience managing projects and processes of this type, and availability to immediately begin work and work within tight deadlines.
- Past performance and references.

Evaluation of responses to this RFQ will be based only on the information provided in the SOQ package, and if applicable, during an interview and reference review process. Scoring from the short-listing process will be brought forward to the final scoring of the interviewed Submitters. The following criteria will be used to evaluate and rank responses:

Step 1: Evaluation of Qualifications

Criteria	Possible Points
Project Understanding and Approach.....	20
Qualifications/Expertise of Project Manager	20
Qualifications/Expertise of Team	30
Approach to and Methods for Public Engagement	30
Step 1 Total	100 points

Step 2: Final Selection

Score from Step 1	50%
Interview	50%

Should a tie result from the scoring process, selection of the winning Consultant will be based on results of reference checks on past projects.

Section 4. Administrative Information

- 1) Minority-owned and Women-owned Business Enterprises: The City strongly encourages minority owned and women owned businesses, socially and economically disadvantaged business enterprises, and small businesses to respond to this RFQ, to participate as partners, or to participate in other business activity in response to this RFQ.
- 2) Basic Eligibility: Any successful firm must be licensed to do business in the State of Washington, the City of Tukwila and must have a state Unified Business Identifier (UBI) number. In addition, the successful firm must not be debarred, suspended, or otherwise ineligible to contract with the City.
- 3) Payment Requirements: Firms should be aware that the City will only make payments on invoices after the work being billed has been completed and will pay reimbursable expenses to the firm only upon receipt of an itemized invoice for the reimbursable expenses. No advance payments will be made to the firm and the firm must have the capacity to meet all project expenses in advance of payments by the City.
- 4) Approval of Consultants: The City retains the right of final approval of any consultant of the selected firm who must inform all consultants of this provision.
- 5) Documents Produced: All documents produced under contract to the City must be submitted to the City in a digital format that meets the City's requirements (typically, in Microsoft Office, Adobe Acrobat and/or AutoCAD or GIS products), and in the event of public meeting presentation materials, as a hard copy. All documents shall become the exclusive property of the City.
- 6) Civil Rights: The City of Tukwila embraces civil rights and equal opportunity. If any events occur involving the firm or subcontractors that would violate those rights, then the firm shall take full responsibility for said actions.
- 7) Insurance: Successful consultant will be expected to enter into a standard City of Tukwila Consultant Agreement that includes the standard general insurance requirements as follows:

The Consultant shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Consultant, its agents, representatives, or employees. Consultant's maintenance

of insurance as required by the agreement shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance, or otherwise limit the City's recourse to any remedy available at law or in equity.

Minimum Amounts and Scope of Insurance: Consultant shall obtain insurance of the types and with the limits described below:

- a) Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident. Automobile Liability insurance shall cover all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.
 - b) Commercial General Liability insurance with limits no less than \$2,000,000 each occurrence, \$2,000,000 general aggregate. Commercial General Liability insurance shall be at least as broad as ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, stop-gap independent contractors and personal injury and advertising injury. The City shall be named as an additional insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the City using an additional insured endorsement at least as broad as ISO endorsement form CG 20 26.
 - c) Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.
 - d) Professional Liability with limits no less than \$2,000,000 per claim and \$2,000,000 policy aggregate limit. Professional Liability insurance shall be appropriate to the Consultant's profession.
- 8) City Full Availability of Contractor Limits: If the Contractor maintains higher insurance limits than the minimums shown above, the City shall be insured for the full available limits of Commercial General and Excess or Umbrella liability maintained by the Contractor, irrespective of whether such limits maintained by the Contractor are greater than those required by this Contract or whether any certificate of insurance furnished to the City evidences limits of liability lower than those maintained by the Contractor.
- 9) Other Insurance Provision: The Consultant's Automobile Liability and Commercial General Liability insurance policies are to contain or be endorsed to contain that they shall be primary insurance with respect to the City. Any Insurance, self-insurance, or insurance pool coverage maintained by the City shall be excess of the Consultant's insurance and shall not be contributed or combined with it.
- 10) Acceptability of Insurers: Insurance is to be placed with insurers with a current A.M. Best rating of not less than A: VII.
- 11) Verification of Coverage: Consultant shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance

requirements of the Contractor before commencement of the work. Upon request by the City, the Consultant shall furnish certified copies of all required insurance policies, including endorsements, required in this Agreement and evidence of all subcontractors' coverage.

- 12) Notice of Cancellation: The Consultant shall provide the City with written notice of any policy cancellation, within two business days of their receipt of such notice.
- 13) Failure to Maintain Insurance: Failure on the part of the Consultant to maintain the insurance as required shall constitute a material breach of contract, upon which the City may, after giving five business days' notice to the Consultant to correct the breach, immediately terminate the contract or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the City on demand, or at the sole discretion of the City, offset against funds due the Consultant from the City.

Section 5. Publication

This RFQ shall be published in Seattle Times and The Daily Journal of Commerce.

Published Seattle Times: November 7, 2022 and November 14, 2022

Published Daily Journal of Commerce: November 7, 2022 and November 14, 2022